

# Service Area Plan

## Department of Business Assistance

### Administrative Services (53422)

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#### Service Area Background Information

##### Service Area Description

The Administration Service Area provides administrative support to the agency's staff by providing financial management, human resource management, government procurement, information technology, performance management, legislative services, and marketing and special events coordination.

##### Service Area Alignment to Mission

This service area directly aligns with DBA's mission to promote economic growth by helping Virginia businesses prosper by providing assistance, guidance and support to all service areas within the agency.

##### Service Area Statutory Authority

Chapter 22, Sections 2.2-900 through 904 provides for the establishment of the Department of Business Assistance and its divisions, and establishes the authority of the department director.

##### Service Area Customer Base

Customer(s)	Served	Potential
Agency staff	56	56

##### **Anticipated Changes In Service Area Customer Base**

Although Administration anticipates an increase in the overall FTE we have an aging workforce and because of the many years of service of the current staff, approximately 12% of the current have the potential to retire. Should this happen it would have a significant impact upon the agency. Recruiting and retention efforts will have to come to the forefront of Human Resources. Extensive efforts will have to be placed on recruiting highly trained and specialized employees to replace the expertise we may lose due to retirements.

Through staff outreach in the three divisions of DBA and the agency's informational seminars and workshops, we anticipate a 50% increase (from 17,000 to 25,500) in contacts to the agency's marketing database who receive periodic updates on state programs and services for businesses. The customer base has traditionally shown a more substantial increase in business client contacts at trade shows and exhibits around the Commonwealth - which we anticipate will be the case in up coming years. The seminar and workshop contacts collected are often repeat attendees and don't increase as frequently as other methods. Currently all of these contacts receive electronic communication from DBA as a cost efficient method of distributing updates on programs and services.

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#### **Service Area Products and Services**

- Accounting: All deposits, travel reimbursement vouchers, vendor invoices, project reimbursements, procurement, maintaining the equipment inventory and surplus property records, overseeing the American Express Small Purchase Charge Card and Travel Charge Card programs, monthly reconciliations and policy development and interpretation are handled in the Administration Service Area.
- Payroll: All payroll related transactions are processed through Administration. The documents are submitted to the Department of Accounts Payroll Service Bureau to be entered in to the Commonwealth Integrated Payroll/Personnel System (CIPPS). All entries are verified and the payroll is certified for processing by Administration. The paychecks are delivered to Administration for distribution.
- Human Resources: All HR functions are handled within the Administration Service Area. This will include benefits, workers compensation, compensation and classification, pay transactions, leave accounting, recruitment, employee relations, policy development and interpretation, coordination with payroll and reporting.
- Budget: All budgetary transactions and distribution are processed in Administration
- Financial Reporting: All monthly, quarterly and annual reports as required are compiled and submitted by the Administration Service Area.
- General Support: This consists of overseeing the mailroom function, coordinating the use and scheduling of the fleet vehicles, package pick ups and deliveries, staffing the receptionist desk, answering and directing phone calls from outside callers and/or visitors.
- Virginia Economic Development Seminars: DBA hosts quarterly seminars where members of Virginia's business and economic development communities met for professional development, networking and discussion on the latest economic trends.
- Business Appreciation Week: An annual statewide event coordinated by DBA, Business Appreciation Week is a state-wide effort to acknowledge the contributions Virginia businesses make to the Commonwealth's economy and quality of life.
- Publications: DBA produces a quarterly newsletter, annual report and agency wide and program-specific materials.
- Outreach: Trade Shows, conferences, and valuable sponsorships that benefit the business community.
- Media Coverage: DBA continuously submits product and service information via press release to obtain editorial space in targeted publications and other media sources throughout Virginia including business journals, multilingual publications and newsletters.
- Web Site Design: The design and recommended updates to the agency web site are done within the Marketing Department. Design changes would include: adding and/or deleting of informative features, text, art and overall messages to business clients.

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#### Factors Impacting Service Area Products and Services

As the DBA continues to evolve, grow and expand the demands and responsibilities of the Administration division will increase. The Administration Division will also continue to see additional responsibilities as more and more requirements and directives are published by overseeing State Agencies. i.e. Department of Accounts, Department of Human Resources Management, Department of Taxation, Auditor of Public Accounts, etc.

The rising printing costs for the agency newsletter and its physical mailing to some 6,823 contacts has surpassed \$10,000 annually. For this reason, DBA sends only electronic mail to 9,270 email contacts in the database. Efforts are being made to update all 16,093 contacts to include email addresses for a broader electronic distribution, but hard copy information remains a useful, but costly tool.

#### Anticipated Changes To Service Area Products and Services

The demand for information on state services to businesses and economic developers has declined with the advancement of technology, particularly the rise of internet use. However, there is still a need for relaying information on new services and initiatives to target audiences in seminar and workshop formats. This allows one-on-one interaction with decision makers and other ally groups who are in position to service the business audience. The development of more targeted programs to present specific changes in state resources (regulation, financing, regional initiatives) may be requested and required.

#### Service Area Human Resources Summary

##### Service Area Human Resources Overview

##### Service Area Full-Time Equivalent (FTE) Position Summary

Effective Date:

Total Authorized Position level .....	0
Vacant Positions .....	0
Non-Classified (Filled).....	0
Full-Time Classified (Filled) .....	0
Part-Time Classified (Filled) .....	0
Faculty (Filled) .....	0
Wage .....	0
Contract Employees .....	0
Total Human Resource Level .....	0

##### Factors Impacting Service Area Human Resources

##### Anticipated Changes in Service Area Human Resources

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**Service Area Financial Summary**

The budget for the Administration Service Plan includes the budgets for Marketing and Special Events, Information Technology and all administrative related expenditures for the agency. This will include office rent, all required insurance payments and administrative salaries and benefit costs.

For the most part the non-general funds are derived from registration fees for the DBA quarterly seminars scheduled by Marketing and held throughout the State of Virginia. However, there is an additional \$115,088 in non-general funds that is a carryover from several years ago of Federal Trust appropriation which DBA no longer has.

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
<b>Base Budget</b>	\$1,795,757	\$1,211,012	\$1,795,757	\$1,211,012
<b>Changes To Base</b>	(\$116,781)	(\$1,065,924)	(\$116,781)	(\$1,065,924)
<b>SERVICE AREA TOTAL</b>	<b>\$1,678,976</b>	<b>\$145,088</b>	<b>\$1,678,976</b>	<b>\$145,088</b>

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## Service Area Objectives, Measures, and Strategies

### Objective 53422.01

***To provide administrative functions in compliance with externally mandated and internal performance standards.***

DBA has many external and internal mandates and/or requirements that must be followed and/or met. Some examples are Prompt Pay, DOA's Compliance Review, APA's audit, EDI for all employee reimbursements and or paychecks, etc. By meeting all of the required limits and/or measures the agency is able to continue to be decentralized. This provides for a more efficient way of completing administrative functions such as procurement, accounts payable, payroll, human resource functions, etc.

#### **This Objective Supports the Following Agency Goals:**

- Provide for the effective management of DBA personnel and state resources.

#### **This Objective Has The Following Measure(s):**

- **Measure 53422.01.01**

***Department of Accounts Compliance Review Report rating.***

**Measure Type:** Outcome      **Measure Frequency:** Annually

**Measure Baseline:** Exceptional (FY03)

**Measure Target:** Exceptional (FY07)

**Measure Source and Calculation:**

Determines whether DBA has complied with the Memorandum of Understanding, governing the Decentralization of Financial Recorders Program and State policies and procedures of the Commonwealth Accounting Policies and Procedures (CAPP) Manual

- **Measure 53422.01.02**

***Auditor of Public Accounts report.***

**Measure Type:** Outcome      **Measure Frequency:**

**Measure Baseline:** No audit findings (FY04)

**Measure Target:** No audit findings (FY07)

**Measure Source and Calculation:**

Audit is conducted by the Auditor of Public Accounts and reviews the recording and reporting of transactions, in all material respects, in the Commonwealth Accounting and Reporting System; establishment and maintenance of internal controls over revenues and expenditures; and compliance with all applicable laws and regulations.

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- **Measure 53422.01.03**

*Percent of expenditures of small, women, and minority (SWAM) vendors used.*

**Measure Type:** Output                      **Measure Frequency:** Quarterly

**Measure Baseline:** 61 percent (4th Qtr FY05)

**Measure Target:** 63% (1st Qtr FY07)

**Measure Source and Calculation:**

DBA reports quarterly on the percent of discretionary expenditures that are paid to SWAM certified vendor. Certification is provided by Minority Businesses Enterprise.

- **Measure 53422.01.04**

*Percent non-exempt purchases made outside of eVA.*

**Measure Type:** Output                      **Measure Frequency:** Monthly

**Measure Baseline:** 0% (FY05)

**Measure Target:** 0% (FY07)

**Measure Source and Calculation:**

Each month the eVA Dashboard is logged and certified to indicate how many non-exempt purchases were made outside of eVA.

**Objective 53422.01 Has the Following Strategies:**

- Review and update all internal controls and procedures to insure compliance with CAPP manual, APSPM, and DMBE reporting instructions. Continue to discuss and share information with staff at other agencies to help enhance the knowledge of the rules and regulations pertaining to all aspects of the administrative functions of the agency.

We will communicate internally with other staff members to better maintain the level of knowledge within the agency in the event an employee leaves the agency.

**Objective 53422.02**

***To provide human resource management and all HR functions to DBA staff in accordance with best practices and all policies and procedures as set forth by the Department of Human Resource Management.***

DBA has a number of internal and external policies/procedures and/or best practices that all relate to human resource management. Some examples are training and development, workforce planning, employee attraction and retention and fairness and diversity. With the HR office being well maintained and knowledgeable the staff will be better informed and more content which will allow the DBA to continue to have a steady workforce. By having a reduction in turnover this will enable to agency as a whole to provide a better product to the clients of the Commonwealth of Virginia.

**This Objective Supports the Following Agency Goals:**

- Provide for the effective management of DBA personnel and state resources.

**This Objective Has The Following Measure(s):**

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- **Measure 53422.02.01**

***Percent of Employee Work Profiles containing customized training plans.***

**Measure Type:** Output                      **Measure Frequency:** Annually

**Measure Baseline:** Under development (FY05)

**Measure Target:** 100% (FY07)

**Measure Source and Calculation:**

Data is derived from the completed Employee Work Profiles.

- **Measure 53422.02.02**

***Percent of minorities in workforce.***

**Measure Type:** Outcome                      **Measure Frequency:** Annually

**Measure Baseline:** 18% (FY05)

**Measure Target:** 23% (FY07)

**Measure Source and Calculation:**

Annual DBA Workforce Plan.

**Objective 53422.02 Has the Following Strategies:**

- Constantly review and update all policies and procedures as needed. Continue to report any changes to staff to keep them up to date on changes that may affect their pay, benefits, employment, etc.

DBA will attract and work to retain qualified employees by strategically using existing human resource management flexibilities, pay practices and benefits as needed.

Management policies and practices will be applied fairly and consistently throughout the agency.

- Each employee and their supervisor will identify employee training needs through the Performance Excellence Program and will develop a training plan, a training tracking process and assess training utilization and costs.
- Develop a succession plan in conjunction with the training plan.
- Develop effective recruitment methods to enhance workforce diversity
- Attract and retain staff by using compensation practices, pay practices, incentive options, etc.
- Apply management policies and practices fairly and consistently throughout the agency.

**Objective 53422.04**

***Encourage uniform presentation of the agency's message in promotional materials and public relations efforts.***

DBA offers agency wide and division specific collateral materials and informational materials in paper and electronic formats. The agency produces a quarterly newsletter distributed to 17,000 recipients that include business owners, economic developers, bankers, legislators, Chamber of Commerce representatives and other business advocate organizations.

Maintain relationships with statewide business media contacts to increase media coverage of DBA services and partnerships in publications statewide including major business journals, daily and weekly newspapers as well as targeted newsletters throughout the Commonwealth.

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#### **This Objective Supports the Following Agency Goals:**

- Improve the chance of business success by increasing the awareness of available services to Virginia businesses through the delivery of informational seminars, trade show exhibits, newsletters, website management and strategic public relations.
- Provide for the effective management of DBA personnel and state resources.

#### **This Objective Has The Following Measure(s):**

- **Measure 53422.04.01**

*Number of articles published.*

**Measure Type:** Outcome

**Measure Frequency:** Quarterly

**Measure Baseline:** 16 (FY05)

**Measure Target:** 17 (FY07)

**Measure Source and Calculation:**

DBA's Marketing Department tracks quarterly media coverage in localities and regions throughout the state.

- **Measure 53422.04.03**

*Number of contacts maintained in data base.*

**Measure Type:** Output

**Measure Frequency:** Monthly

**Measure Baseline:** 17,000 (FY05)

**Measure Target:** 25,500 (FY07)

**Measure Source and Calculation:**

Database contacts are increased via web site inquiries, new seminar attendees, and contacts created by other staff outreach efforts. Maintenance of the database is done on an as needed basis.

#### **Objective 53422.04 Has the Following Strategies:**

- DBA's marketing staff will work to conduct more informal surveys with targeted audiences to ensure the appropriate distribution of the message and effectiveness of programs provided.
- Obtain advertising and editorial calendars of business journals and other major state publications for increased coverage of DBA's programs in media outlets.
- Seek input from staff and DBA Boards on marketing content for web site design. Continue to promote web site to media and DBA clients.
- Encourage DBA staff and clients to notify Marketing Division of changes in contact information and new referrals.

#### **Objective 53422.05**

***Broaden educational and relationship building opportunities for Virginia businesses.***

DBA coordinates seminars for targeted audiences that present informative topics to businesses and economic developers in regional venues.

#### **This Objective Supports the Following Agency Goals:**



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- Improve the chance of business success by increasing the awareness of available services to Virginia businesses through the delivery of informational seminars, trade show exhibits, newsletters, website management and strategic public relations.

#### **This Objective Has The Following Measure(s):**

- **Measure 53422.05.00**

*Number of seminar attendees at DBA sponsored events.*

**Measure Type:** Outcome      **Measure Frequency:** Quarterly

**Measure Baseline:** 600 (FY05)

**Measure Target:** 900 (FY07)

**Measure Source and Calculation:**

Electronic tracking of seminar and workshop registrations.

- **Measure 53422.05.01**

*Number of Business Appreciation events hosted community organizations.*

**Measure Type:** Outcome      **Measure Frequency:** Annually

**Measure Baseline:** 88 (FY05)

**Measure Target:** 110 (FY07)

**Measure Source and Calculation:**

Tracking quantity of statewide events and increase in the number of attendees for the Governors Kick-off Breakfast.

- **Measure 53422.05.03**

*Number of outreach events sponsored.*

**Measure Type:** Output      **Measure Frequency:** Quarterly

**Measure Baseline:** 20 (FY05)

**Measure Target:** 20 (FY07)

**Measure Source and Calculation:**

Prior event evaluations determines DBA's continued participation in business economic development and other outreach programs and events.

#### **Objective 53422.05 Has the Following Strategies:**

- Work with more state partners and business advocate organizations to develop and promote educational programs including seminars and workshops.
- Create a more effective timeline for disseminating planning materials for the statewide Business Appreciation Week events.
- Staff attendees will evaluate the benefit of DBA's continued participation in trade shows, outreach events and conferences.